

JOB SATISFACTION AND TURNOVER INTENTION WITH POSITIVE AFFECT AS MODERATING VARIABLE: GENDER PERSPECTIVE

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ABSTRACT

This study seeks to investigate the effect of positive affect moderation on the relationship between job satisfaction and turnover intention based on gender. A total of 102 employees working for motorcycle dealers were involved in this survey. The effective rate of return in this study was 82%. A hierarchical regression analysis was used in this study. The results showed that positive affect based on gender, particularly female gender, strengthened the relationship between job satisfaction and turnover intention compared to male gender. Implications and suggestions for future research are discussed in this study.

INTRODUCTION

Positive affect (PA) has been widely studied in various types of work [4, 18]. It is the emotion or feeling in responding to the environment positively [8, 10, 20] and generally associated with positive results, including high job satisfaction [2, 25, 30] and low turnover rates [29]. Several research on emotion management argued that women are better at managing their emotions than men [9, 11], despite showing inconsistent results of the relationship between job satisfaction and turnover intention moderated by positive affect. In certain conditions, employees with high positive affect prefer to leave their jobs voluntarily compared to other employees [19]. Other research showed that employees with high positive affect do not have the intention to leave the organization even though perceived job satisfaction remains low [16, 24, 29].

This study examines the role of positive affect moderation based on gender in the relationship between job satisfaction and turnover intention. To the best of researchers, research that uses positive affect as a moderating variable on the relationship between job satisfaction and turnover intention has never been done; this highlights the originality of this study.

Relationship Between Variables and Hypothesis Development

The Effect of Job Satisfaction on Turnover Intension

Job dissatisfaction can be seen in the notion of leaving with the intention that it will inevitably result in it [22]. Employees consistently demand satisfaction at work [28]. However, they do not regularly gain the desired job satisfaction due to detrimental work atmosphere, endless jobs leading to their anxiety, apathy, job detestation, and inconvenience. This will decrease their job satisfaction, eventually resulting in their intention to leave [26, 27]. Other research showed negative relationship between job satisfaction and turnover intention [1, 3, 12, 31].

The aims of the present study were to test the following hypotheses:

- a. Hypothesis 1a: Job satisfaction negatively affect turnover intention
- b. Hypothesis 1b: Job satisfaction negatively sffect turnover intention (Female)
- c. Hypothesis 1c: Job satisfaction negatively affect turnover intention (Male)

Positive Affect Moderates the Relationship between Employees’ Job Satisfaction and Turnover Intention

Positive affect is the emotion or feeling to positively respond the environment [8, 10, 20]. Employees with high positive affect tend not to leave the organization despite low job satisfaction, and vice versa [24, 29]. In connection with gender, women could manage their emotions better than men do [9, 11].

This section proposes the following hypotheses that:

- a. Hypothesis 2a: Positive affect moderates the relationship between job satisfaction and intention to leave (turnover intention).
- b. Hypothesis 2b: Positive affect of women strengthens the relationship between job satisfaction and intention to leave (turnover intention)
- c. Hypothesis 2c: Positive affect of men weakens the relationship between job satisfaction and intention to leave (turnover intention).

Research Model

Various studies above contended that job satisfaction has negatively affect turnover intention by gender and that positive affect moderates the relationship between employees’ job satisfaction and turnover intention. To examine the relationship among the various variables, Figure 1 below depicts the research model.

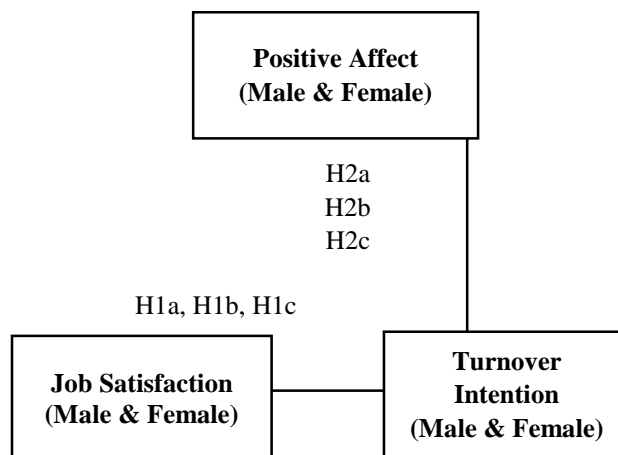


Figure 1. Research Model

METHODS

Sample, Sampling and Data Collection

The samples used in this study were employees of Honda, Yamaha and Suzuki motorcycle dealers in Ternate City selected by purposive sampling. It is a sampling method by taking into account certain predetermined criteria [23]. The respondents were 102 employees consisting of 50 male respondents and 52 female respondents.

Validity and Reliability Test

Validity is a test that measures what it claims should be measured [13]. This study tested the validity with factor analysis and factor loading value of ≥ 0.5 , although the accuracy and precision of a measurement process is related to reliability [7]. The reliability test used in this study was to determine the value of Cronbach's Alpha of ≥ 0.7 [14].

Data Analysis and Hypothesis Testing

This paper tested hypotheses 1a, 1b, and 1c using simple regression analysis [14]. Hypotheses 2a, 2b, and 2c were tested using hierarchical regression analysis [5].

Operational Variables

Job Satisfaction

Job satisfaction is a satisfied mental state or good thoughts arising from the appraisal of one's job or work experience[6]. Job satisfaction was calculated using a Brayfield and Rothe 5 item argument, which uses a Likert scale from 1 (highly disagree) to 5 (highly agree) (highly agree). For example: "I really enjoy my work".

Turnover Intention

Turnover intention expresses the deliberate and determined willingness to leave the organization[17]. It was calculated using three statements developed by[15], using a Likert scale from 1 (highly disagree) to 5 (highly agree), such as "I want to stay with my current job for the future."

Positive Affect

Positive Affect is an affective personality trait that is predisposed or ready to respond positively to stimuli in the environment[8]. Positive effect is determined by 4 statements with a Likert scale of 1 (highly disagree) to 5 (highly agree) [21], for example, "I feel enthusiastic at work."

RESULT

Questionnaire Distribution Results

The respondents in this study were employees of Honda, Yamaha and Suzuki motorcycle dealers in Ternate City. A total of 125 questionnaires were distributed. Out of 117 (87.18%) questionnaires returned, 102 (82%) questionnaires were considerably qualified for hypothesis testing analyses. Thus the response rate in this study was 82%.

Respondent Profile

The respondent characteristics include age, sex, last education, and working age. In general, respondents were male (50 or 49%) and female (52 or 51%),

with an average age of 28 years old and their major level of education were undergraduate graduates (79%).

Validity and Reliability Testing Results

The results of the validity and reliability test suggested that the variable of job satisfaction, positive affect and turnover intention were valid and reliable because their factor loading and Cronbach's alpha values are above 0.5 and 0.7 as Table 1 below shows the results.

Table 1. Results of Validity and Reliability Test

Factor and Scales	Factor 1	Factor 2	Factor 3
JS = Job Satisfaction = Cronbach α 0,771			
JS1	0,716		
JS2	0,730		
JS3	0,628		
JS4	0,760		
JS5	0,824		
PA = Positive Affect = Cronbach α 0,814			
PA1		0,813	
PA2		0,784	
PA3		0,877	
PA4		0,735	
TI = Turnover Intention = Cronbach α 0,854			
TI1			0,840
TI2			0,843
TI3			0,954

Source: processed data

Descriptive Statistics

Descriptive statistics test results in Table 2 include the mean, standard deviation, minimum and maximum. In general, it reveals most respondent's moderate job satisfaction, high positive affect, and moderate turnover intention, with a minimum general perception of "disagreeing" and perceptions on men at the moderate level and women at a decent level. Furthermore, the maximum respondents' perception is at the mild level both in general and by gender, with fair standard deviation value. Specifically, the average value by gender, male respondents reveal their fairly high job satisfaction, while women show at a moderate level. Both male and female respondents confirm their high positive affect. Similar to job satisfaction and positive affect, they variously responds to turnover intention with different values. Male respondents acknowledge their moderate turnover intention, while women show their high turnover intention.

Table 2. Descriptive Statistic

Variable	Mn	M (M)	M (F)	SD	SD (M)	SD (F)	Max	Max (M)	Max (F)	Min	Min (M)	Min (F)
JS	3,81	4,02	3,60	0,65	0,75	0,47	5,00	5,00	4,67	2	3,60	2,67
PA	4,10	4,03	4,16	0,58	0,66	0,45	5,00	5,00	5,00	2	4,16	3,00
TI	3,78	3,40	4,15	0,62	0,29	0,64	5,00	4,33	5,00	2	4,14	2,00
N	102	50	52	102	50	52	102	50	52	102	50	52

Source : processed data

Abbreviation : JS (Job Satisfaction), PA (Positive Affect), TI (Turnover Intention), Mn (Mean),

SD (Standard Deviation), Max (Maximum), Min (Minimum), M (Male), F (Female)

Hypothesis Testing Results

The results of hypotheses testing in Table 3 show that out of three hypotheses proposed in this study, solely hypothesis 1b is rejected (1a. $B = -0.310$, $t = -3.451$, $P < 0.05$; 1b. $B = -0.150$, $t = -0.792$, $P > 0.05$; 1c. $B = -0.312$, $t = -2.548$, $P < 0.05$). Furthermore, as for hypotheses 2a, 2b, and 2c, the test results indicate that positive affect moderates the correlation occurring between job satisfaction and turnover intention, either when the respondents are combined or separated by gender. This is proved by the value of adjusted R2 constantly increasing and adding the positive affect and moderating variables resulting from job satisfaction and positive affect interactions (see male respondents equality and combined respondents). In addition, merely women positive affect creates a decrease in the value of adjusted R2 in the second equation, yet the highest increase among other hypothesis tests.

Table. 3 Hypothesis Testing Results

Independent Variables	T I					T I (Female)					T I (Male)				
	β	t	Sig	Adj. R ²	N	β	t	Sig	Adj. R ²	N	β	t	Sig	Adj. R ²	N
JS	-0,310	-3,451	0,001	0,097	102										
JS (Female)						-0,150	-0,792	0,432	-0,007	52					
JS (Male)											-0,132	-2,548	0,014	0,101	50
PA	0,425	3,895	0,000	0,209	102										
PA (Female)						0,479	2,556	0,014	0,093	52					
PA (Male)											0,044	0,466	0,643	0,086	50
JS x PA	0,134	8,565	0,000	0,543	102										
JS x PA (Female)						0,167	19,113	0,000	0,892	52					
JS x PA (Male)											-0,198	-4,193	0,000	0,319	50

Source : processed data

Abbreviation : JS (Job Satisfaction), PA (Positive Affect), TI (Turnover Intention), β (Beta), Sig (Significant)

The results showed that employees' job satisfaction had significant negatively affect turnover intention. Thus, hypotheses 1a and 1c are accepted, and hypothesis 1b is rejected. This results are in line with Mobley's theory on employees' turnover intention. It says before quitting their job, they will conduct an evaluation process, before showing their satisfaction or dissatisfaction.

They must have carefully consider the advantages and disadvantages of their satisfaction or dissatisfaction occurring after making the decision. Additionally, the results are similar to several previous studies. [1, 3, 12, 31] underlining that job satisfaction negatively affect turnover intention.

Tests on both gender-specific and all respondents' perception show that positive affect is a moderating variable in this study. This is in accordance with studies by Deaux, and Eddington [9, 11]. Furthermore, this study's results provide contribution in term of using positive affect as moderating variable, particularly for women, to strengthen the relationship between job satisfaction and turnover intention, compared to men.

DISCUSSION AND CONCLUSION

This study adds several new findings related to positive affect testing by gender as moderating variables of the correlation among between job satisfaction and turnover intention and provides a number of future research recommendations. The test results highlights that female respondents have lower job satisfaction, constantly plan to leave their position, could understand and think positively, than male respondents do. Future research should include high and low salaries (welfare) to determine prosperous life impacts on someone's life satisfaction.